

**SECRET**DD/S 64-3377  
Re. 64-3001/1

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30 MAY 1967

**MEMORANDUM FOR:** Deputy Director for Intelligence  
 Deputy Director for Plans  
 Deputy Director for Science and Technology  
 Deputy Director for Support  
 Director of Finance  
 Director of Personnel  
 Director of Security  
 Chief, Medical Staff  
 General Counsel

**SUBJECT :** CIA Personnel Evaluation Board

1. I have determined that the existing Agency Disposition Board, which for a period of years has advised the Director of Personnel with respect to certain suitability cases, should be replaced with a Board having greater scope in the matter of advising on questions of suitability for Agency employment. The new Board is to be called the CIA Personnel Evaluation Board and will be composed of the following:

**Chairman :** Director of Personnel

**Permanent Members:** Director of Security  
 Chief, Medical Staff

**Temporary Members:** The Head of the Career Service having jurisdiction over the employee, or the former's designee  
 The Chief of the employee's Office or Division, as appropriate

**Advisors :** General Counsel  
 Director of Finance

The Personnel Evaluation Board shall meet on the call of the Chairman. The Chief, Special Activities Staff, Office of Personnel will be the Executive Secretary of the Board.

2. The Director of Personnel may refer cases involving a question of suitability for Agency employment to the CIA Personnel Evaluation Board for consideration and advice. In evaluating such cases the Board will be guided by the provisions of [ ] and [ ] Employee Conduct, and other Agency issuances relating to employee conduct and suitability. The Board

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shall endeavor to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases. It is emphasized that the Board is not intended to relieve Agency supervisors of their inherent supervisory responsibility for evaluating either the work performance or on-the-job behavior of their employees, but is intended to advise the Director of Personnel in the matter of resolving questions of off-the-job conduct and general suitability, for which supervisors cannot usually be held accountable.

1. In order that the Personnel Evaluation Board may function as intended, it is essential that the Director of Personnel be informed of all employee cases in which there is any question of the individual's suitability for continued Agency employment so that, if he deems it appropriate, he may refer such cases for consideration by the Board. Consequently, each of the addressees are directed to bring to the attention of the Director of Personnel (with concurrent notification on an Eyes Only basis to the Deputy Director concerned if not originated by him) any such cases of which they are aware or which may come to their attention. Illustrative of such cases are those involving the excessive consumption of alcohol, cases of excessive or unmanageable private indebtedness, cases of poor or undependable attendance, cases involving unusual family or marital difficulties, cases of immoral behavior, and cases involving unusual personal behavior of such a nature as to raise a reasonable doubt as to the employee's mental or physical health.

2. In the course of its review of cases which may be referred to it by the Director of Personnel, the Personnel Evaluation Board shall be attentive to instances of supervisory failure, especially failure to report a problem situation or to take such timely and effective disciplinary action as may lie within the authority of the responsible supervisor. If in the opinion of the Director of Personnel such action is warranted, reports and recommendations for corrective action shall be forwarded to me.

Signed

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

Distribution:

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OP/SAS: [redacted] 1a (22 Apr 64)  
Rewritten OD/Pers/EDEchols:hc (21 May 64)

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